

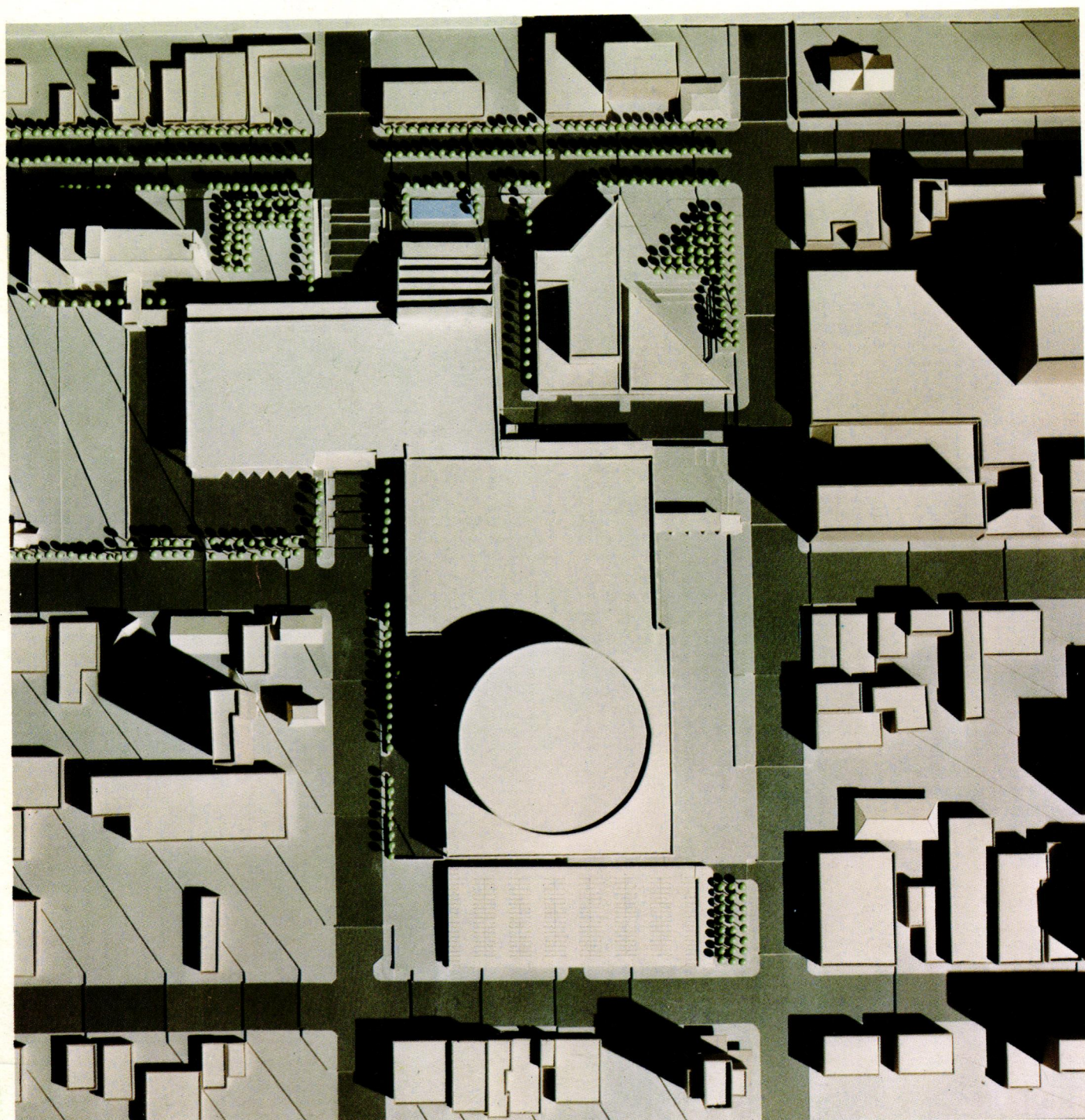
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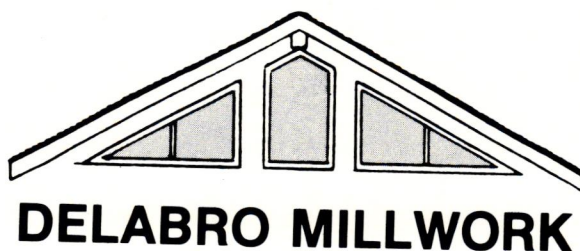
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Commentary

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Triad Development

"Today's city is not an accident. Its form is usually unintentional, but it is not accidental. It is the product of decisions made for single, separate purposes, whose interrelationships and side effects have not been fully considered. The design of cities has been determined by engineers, surveyors, lawyers, and investors, each making individual, rational decisions for rational reasons, but leaving the design of the city to be taken care of later, if at all."

Jonathan Barnett

EDITOR'S NOTES

UTAH ARCHITECT

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A few issues ago this journal explored some of the problems confronting Utah and the metropolitan areas regarding growth: IPP, Planning and politics, Energy et al.

Since that time (although somewhat impacted by the current economic situation) we have indeed been confronted with new growth patterns, new problems and environments in great transition. Salt Lake City, as an example, has seen major new projects impacting the skyline: American Towers, Block 53, Triad, Governor's Plaza and Eaton Tower to name a few. Out of this frenzy of activity certain issues relating to the quality of our environment are raised.

in a recent editorial in *Architectural Record*, editor Walter Wagner, Jr. commented on the relationship of the public to the decision-making process in determining a quality environment within our cities. The conclusions, based on a strategy-setting, seminar organized by the AIA's Public Education Committee were rather vague. At best, the committee concluded that the need exists in conveying to the public "that the situation is controllable...if they do care they can...play a role in creating a better environment."

Meanwhile, back at the *Newsweek* ranch I was recently confronted with the phenomenon called "The Sky's The Limit." The corporate trump cards: The Bank of the Southwest Tower, A T & T, Helmsely Center, Humana Inc., Portland Center, et al were all on the table. From aloft they present sweeping, soaring, even poetic images. Alas, from the sidewalk viewpoint of "the public," places of hulking monoliths expressing the image of the corporate world stand forth: a polarizing of pre and post-industrial/computerized America.

A few weeks ago I and a group of architecture students experienced the unique environments of Vancouver, Seattle and Portland. Within the context of the Northwest we discovered an exciting interplay between city and place: water, mountains, streetscape,

market place, living place; what Norberg-Schulz would call *Genius Loci: A Spirit of Place*. In addition to the physical beauty of the place, one observed a sense of community concern for respectfully controlling the environment, both natural and manmade, a partnership of public and private interests in shaping that environment and a sense of values.

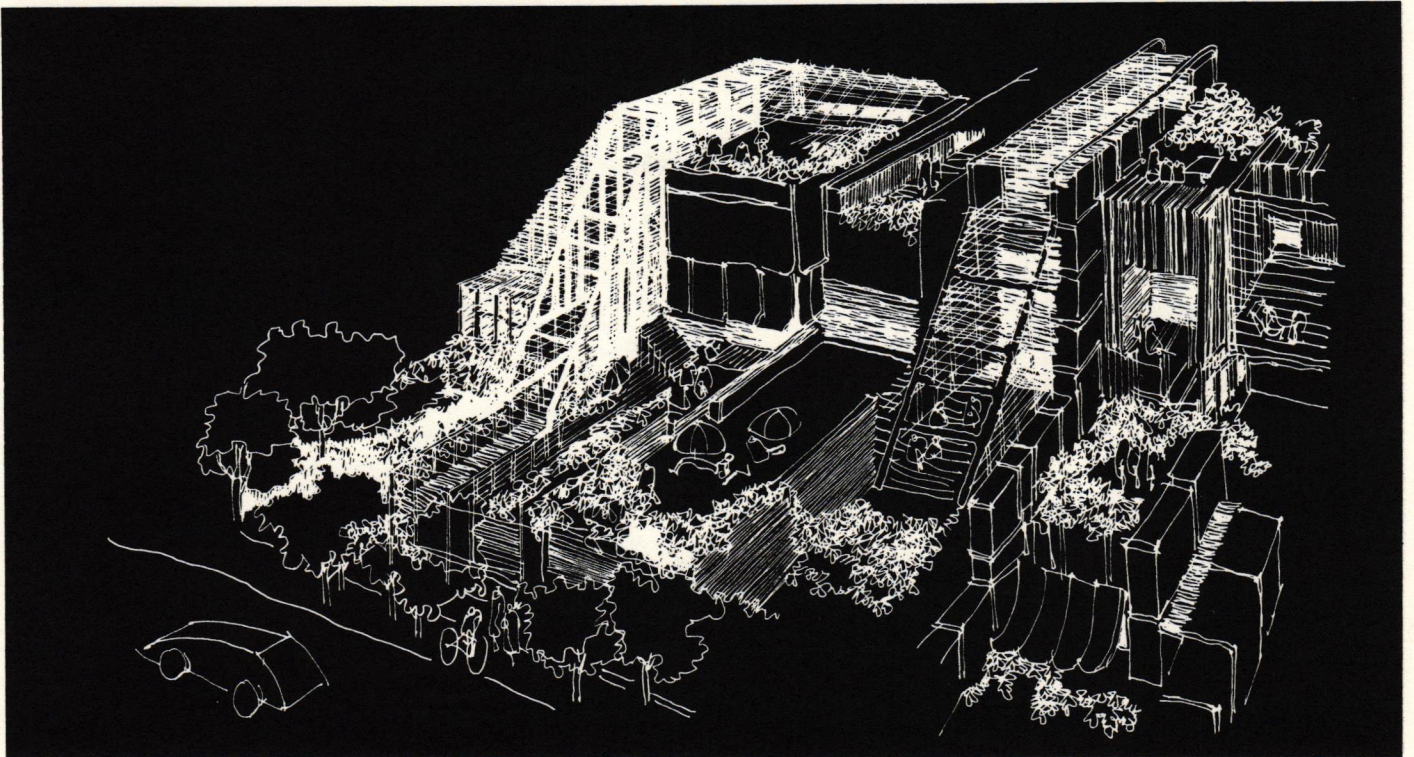
Perhaps ultimately, this is what cities, the environment and architecture are all about: a sense of values. What do we, collectively, sense are the true values of our environment, our society, our selves? Reflecting on the recent thoughtful observations of John Szarkowski I find the question more timely than ever.

Antonio Serrato-Combe is associate professor of architecture at the Graduate School of Architecture. He has acted as project director for many studies conducted by Assist Inc. related to urban issues.

Christopher R. Clark is director of Assist Inc. a community design center. He is also 2nd vice president of the Utah Housing Coalition and secretary-treasurer of the Urban Design Committee, Salt Lake Chapter AIA.

Housing Within Different Contexts

Antonio Serrato-Combe, MCA
Christopher R. Clark, AIA



For many decades we have been thinking that housing can only occur when some prerequisites are met. Among these we have zoning provisions, established professional practices, building codes, safety regulations and the like. In some respects, these regulations have somehow stifled innovative thinking resulting in many approaches being abandoned because of lack of compliance with regulations. In many cases also, there has been another effect: overspecification. In the zeal for protection of users rights, there are many provisions that are wasting resources and opportunities to come up with some positive suggestions. Some regulations have been blindly adopted, others are no longer applicable today although they were of value when they were enacted. Others are simply remnants of obsolete laws written in the first part of this century. Still there are many that are the result of what has been labeled "an acceptable practice."

This project attempts to take an innovative look, a what-would-happen-if type of approach to the housing problem. This project questions some of the "approved procedures" and some "established criteria."

Obviously, many of the well-intended mechanisms will remain as they are today, but it is hoped that through intense scrutiny of some of these rules and procedures, there will be new approaches and solutions or ideas that will provide housing alternatives for many individuals and families who are now in a very difficult position.

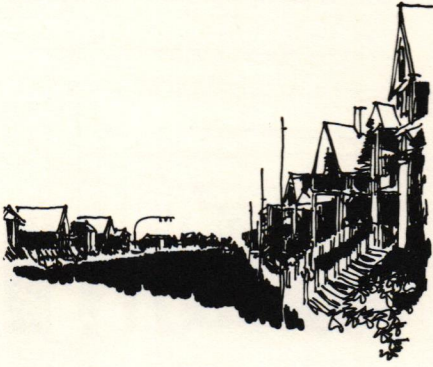
This project addresses the problem of reducing housing costs through a wiser use of resources. Its basic premise is that by finding new ways to look at the housing crises issue, we can find housing alternatives for many individuals that are being forced to live in unsatisfactory dwellings.

This project acknowledges that there are many ways to cope with the prob-

lem. Technological approaches, organizational inputs, new financing mechanisms are among the tools that can be used to improve current conditions. This project is focused on one area, that when used in conjunction with these other emerging mechanisms, could alleviate the housing shortage. The area referred to is an area that has had very few innovative inputs throughout the years. It has been neglected by housing professionals and government groups as well. We are talking about a reevaluation of *where* housing can take place.

The central thesis is to emphasize the plethora of possibilities. We must not let ourselves drown in confusing practices and regulations, as it is the result that is important—affordable housing. The objective is to provide the reader with a new "feeling" for the term domicile; how does man fit into his environment; what does he need versus what does he get and how and where he gets it.

Housing on Wide Streets



a lot of pollution, noise, smoke, and accidents.

A different look at these kinds of streetscapes includes "housing zone" that can be integrated with existing buildings and streets. This new zone could literally bridge and connect existing structures on both sides of the street while keeping the open spaces and having them appropriately landscaped too. Connectors could link it to older development, or it could be integrated with new buildings. According to the width of the street, and related to the type of traffic it handles, the street could include some form of mass transit system, jitney, or small vehicle personal system.

Main Street Housing



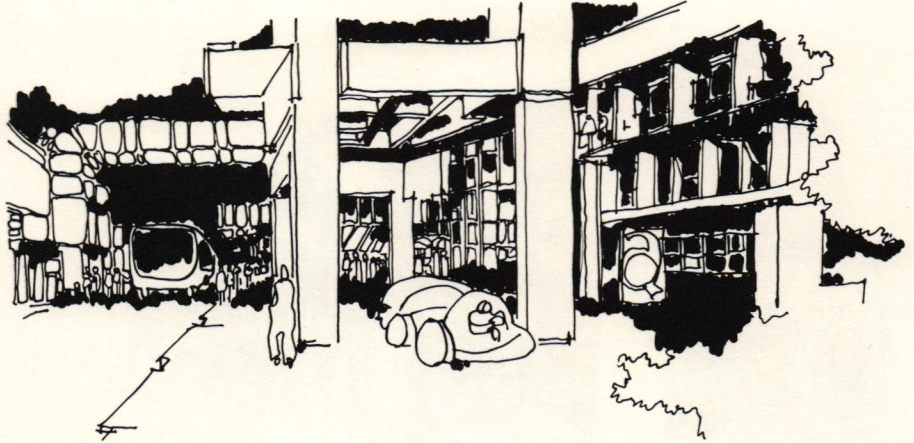
improvements coupled with zoning bonuses and strict control of advertising can be used to scale down the project to provide a more humane environment. Trees and appropriate landscaping make this proposal even more desirable not only to provide housing, but to rejuvenate Main Street as well.

Throughout history, there has been a close relationship between transportation and land use patterns. The fabric of cities is largely the result of the particular type of transportation prevalent at the time. Most cities, from antiquity to 1850 were "designed" by horse-drawn vehicles and pedestrian movement. As a result, these population centers were much more compact than the cities that have developed since.

Cities "designed" by automobiles, or fully motorized solutions, have a very different type of fabric—usually following a grid system. This pattern gives

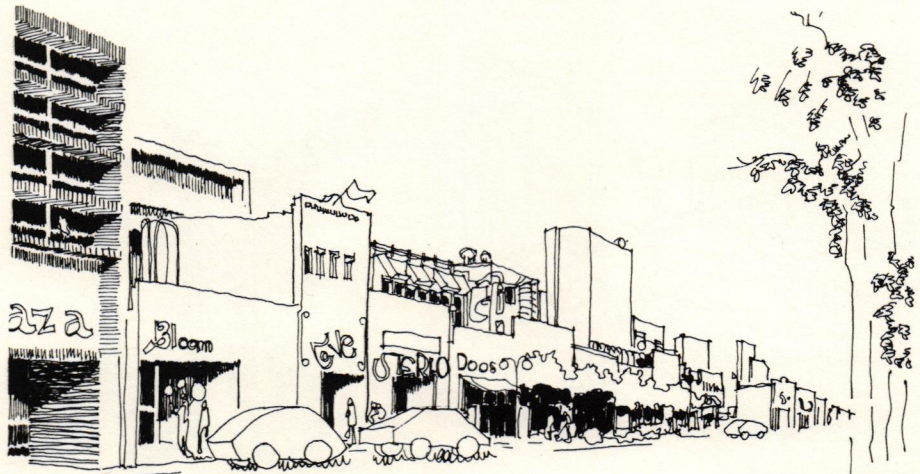
even distribution of relatively low traffic volumes (low in terms of people, not vehicles). It is not unusual to find some western cities where more than 60% of the total acreage is taken by streets. P. Hall appropriately labels these settlements "suburbs in search of a city." Their urban fabric is characterized by uniform low density development with wide streets and few houses.

In many of our cities, there are streets that are too wide and carry very little traffic. In other instances there are streets that carry too much traffic. They are terribly congested and create



Most cities have a Main Street. Often this street bisects downtown areas and extends as blocks of small one story shops. It eventually turns into a typical strip commercial development. In key downtown locations one story buildings on very deep, narrow lots can be seen. Most of these stores use only the prime commercial street frontage. The upper levels are vacant or are leased to marginal enterprises. The "other" facade, the service entrance, is along a dark alley or open lot. Here, the buildings are typically run-down.

This proposal suggests that housing can take place on Main Street. It can take place either in the vacant shells on Main Street, or upper levels of existing structures, on empty lots now used for parking, or close to the commercial frontage in a "Housing Zone" with access to Main Street at strategically located portals. The specific solutions vary depending on which approach to Main Street housing takes place. In downtown locations, the solution might be a mixed use high-rise. As the street turns into strip development, housing uses infill approaches. Streetscape



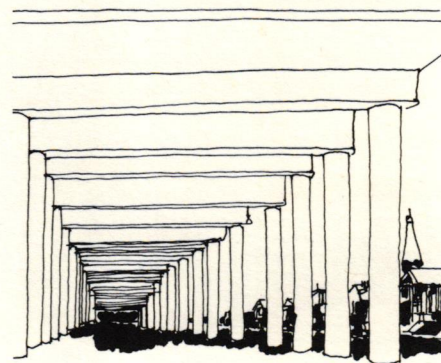
The advent of high-speed transit systems brought the need to designate very complex systems for rights-of-way. The freeways have an appetite for more and more land. Many cities and towns have dedicated upwards of 30% of their total acreage just for this purpose. In some cases, elevated systems have made the areas below truly a no-man's-land. In other instances, dedicated rights-of-way no longer serve their original purpose. Railroad tracks are left unused. The irony is that often there is no reason left to exercise the transit right.

As a British architectural publication comments, "all over the world

motorways have generated twilight areas, no-man's-lands of blight and pollution, so that the advantages they confer on the motorist and the traffic controller must be measured against the harm they do to the landscape and the divisive effect they have on towns and cities."

This proposal attempts to take a fresh look at this problem. Perhaps revisions to standard specifications for rights-of-way are due. Some of them are overly generous and land-wasteful. Hundreds of acres trapped between freeway systems can be used for housing purposes. The inherent problems of

Rights-of-Way

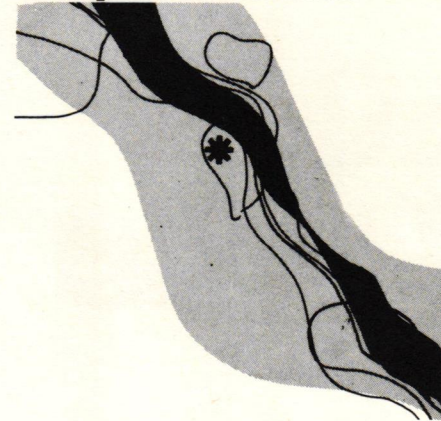


access, noise control, and vibration can be solved with carefully applied technology.

In North Kensington, London, these conditions are being reversed. Twenty-three acres of land in a strip about a mile long under an expressway have been developed. Called Westway, it is the scene of gardens, services, business, and cultural organizations.

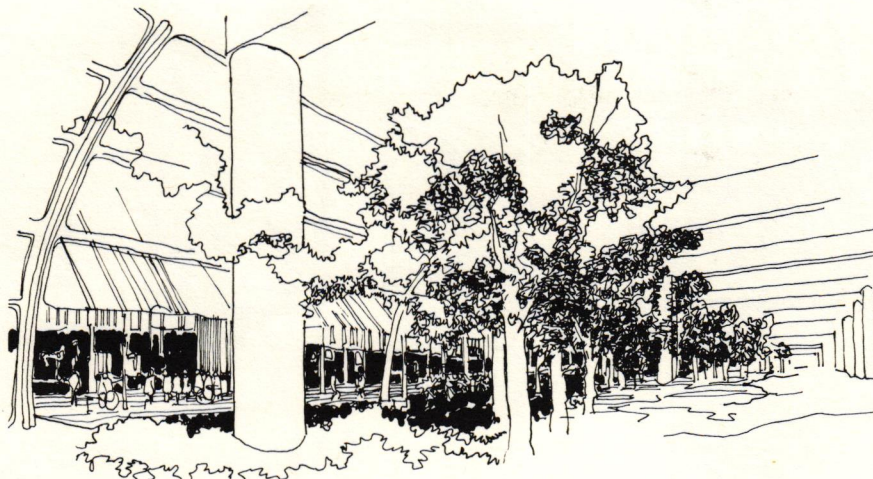
The sketch illustrates what could be done with an elevated ramp. The space below it is enclosed by a greenhouse type of structure where landscaping, commercial vegetable, flower or fruit growing can occur. Immediately next to this area, with good linkages, housing can also very well occur.

Transportation Corridors



land consumption, single room occupancy developments and housing for small families would be ideal along these corridors.

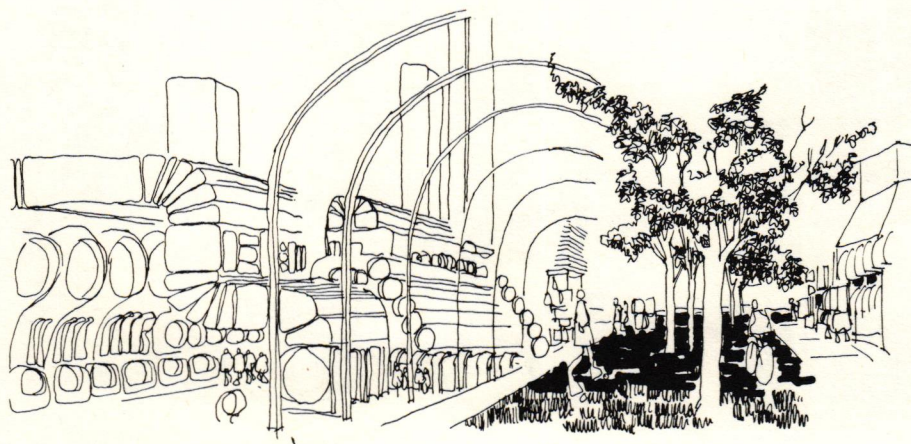
Concentrating housing and a mix of activities along an urbanized strip can reduce many expenses. Commuting time and the cost of operating a car would be reduced. The costs associated with spreading an infrastructure would be reduced. And the high costs for roads and maintenance would not be necessary. The effects of location can reduce housing costs in indirect ways. The savings are just as real as those obtained through reductions in construction costs.



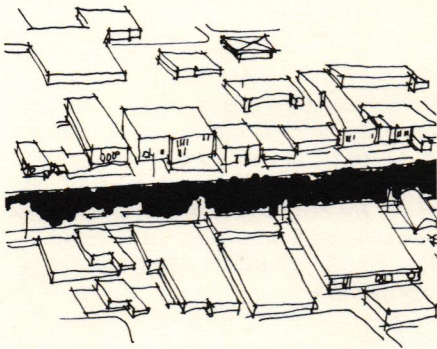
In all cities, there is a symbiotic relationship between forms of transportation and land use. Prior to 1850, the pattern of city streets was determined by horse drawn carts and pedestrians. The results were dense, compact cities. The advent of streetcars and trains changed this image. Suburbia began to emerge. The central business district became the origin for coordinates of growth. Public transportation corridors now link city centers with freeways, railroads, subways, buses, and trolleys. These corridors are typified by commercial land use and have charac-

terized most U.S. cities by their uniform low density and wide dispersal of work sites. They are "suburbs in search of a city."

These transit networks can be considered regional development corridors. They can link major metropolitan centers or, at a smaller scale, local activity nodes. They can be developed along scenic and recreational areas. They can even enliven and support strip commercial development. These "transit cities" provide a key location for housing where people can move easily to their work. Rental housing, with lower



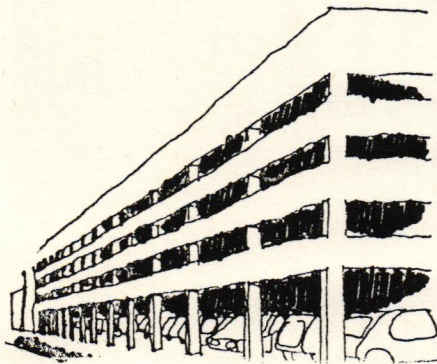
Roof Top Housing



buildings, doubling its usefulness. Other ideas include greenhouses, sun decks, and recreation areas. All can take place in these seldom thought of places.

Required setbacks in current zoning ordinance can be reduced and even disappear to reach zero-lot line. This can provide more land without creating suffocating streetscapes. Diversity and highly "textured" streetscapes can make this concept result in a very pleasant urban experience.

Parking Terraces

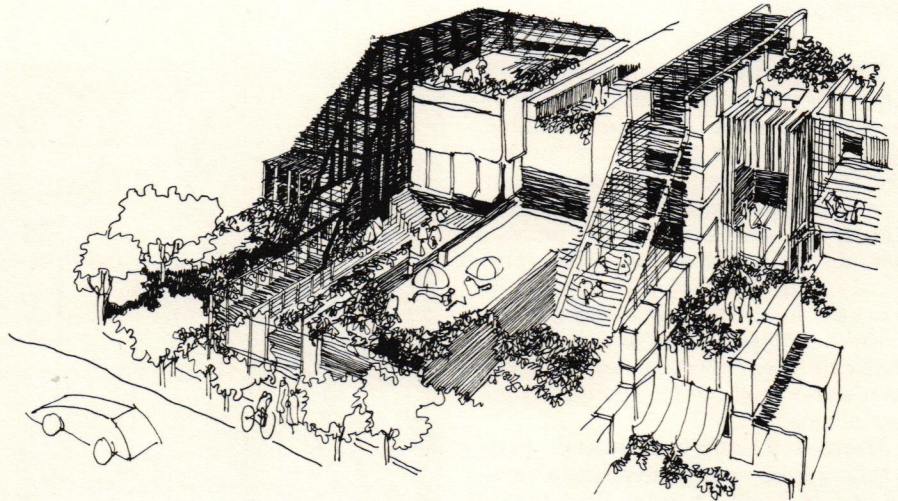


sidizing housing. The housing portion would have its own separate entry, but parking areas would be shared. Parking structures should have first floors dedicated for uses other than parking like shops and neighborhood services that promote a sense of community.

As far as full utilization of the building stock is concerned, probably the most neglected areas are roof tops. Usually, roof tops are planned for mechanical system components. Sometimes they accumulate junk. Hundreds of thousands of square feet with prime solar access are left unused. This condition occurs in the older cores of cities the most where there is more intense use of the expensive land. But whether in the city or in the suburbs, there is a potential which should be explored. Some roof forms are not suitable for living spaces and perhaps the issue

should not be forced. However, with proper design and appropriate buildings, the roof top dwelling can become a very attractive and livable area.

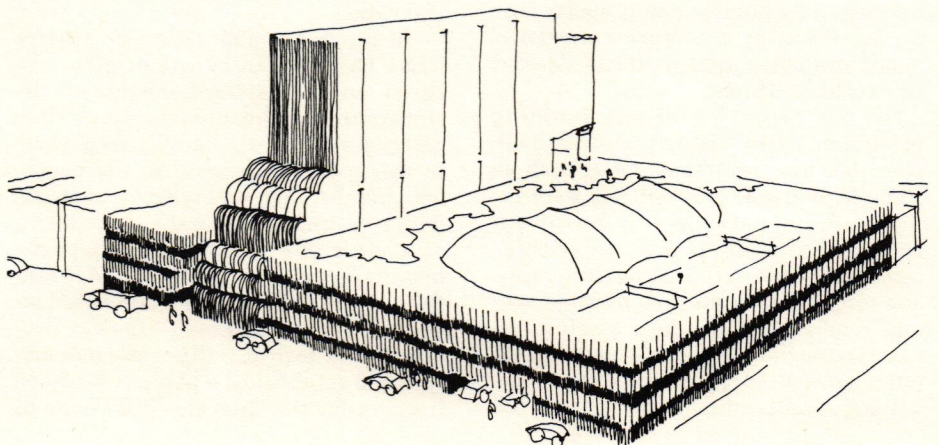
Lot coverages can reach 100% and at the same time provide open areas on upper levels. Courtyards can exist toward the center of lots. A garden works best if it is on "good old mother earth." However, a roof deck or balcony is almost as good. These roof top gardens can relate to main living areas such as family rooms, living rooms, or dining rooms. It is also possible to connect a common garden to two separate



When parking structures are considered, the vision is usually a large grey structure that does very little to improve the streetscape. Next to the entrances and exits are piles of litter and trash. High levels of noxious gases accumulate. In many cases, parking starts right at the street level. The result is along stretch of sidewalk with no use at all, just an endless row of vehicles. This is certainly not an inviting or interesting environment. Some structures do not even bother to coordinate circulation. Their entrances and exits

are battlegrounds for the use of the sidewalks. Both pedestrians and motorists struggle to get through as fast as possible.

Attempts have been made to integrate these types of structures to office buildings and commercial facilities. This proposal suggests the integration with housing and other uses as well. Sports and recreation areas can be linked to medium rise or high rise buildings. They can be operated independently from a housing portion, or be used as a source of revenue for sub-



Salt Lake City: Observations

Ronald Straka, FAIA

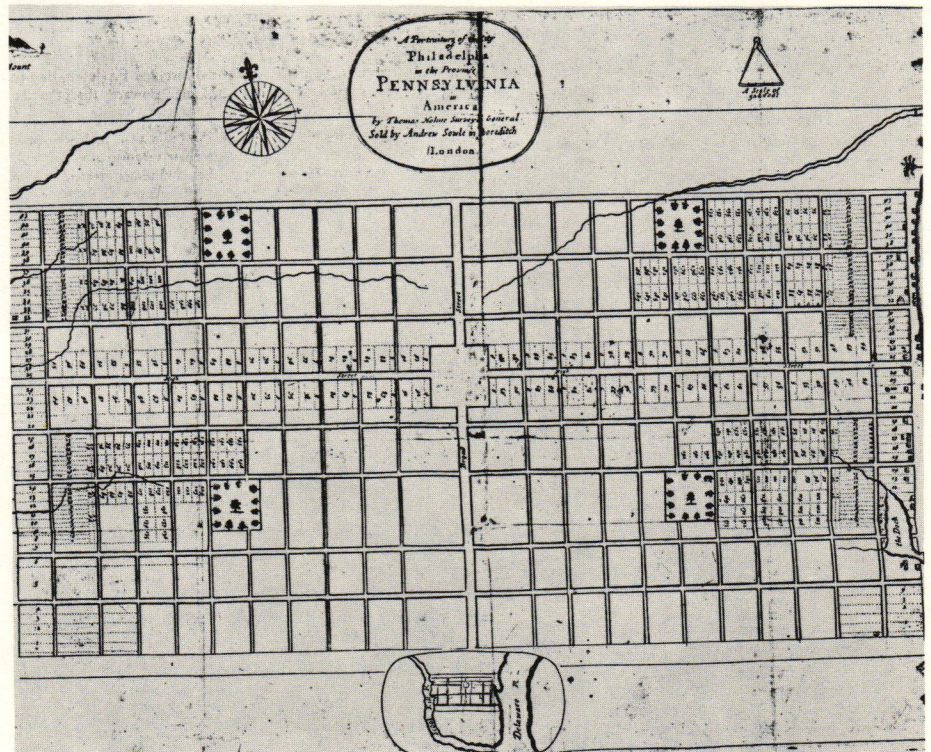
The city is one of man's greatest achievements reflecting all aspects of our society, culture and our collective selves. It's an act of will and an art form in which every citizen, knowingly or unknowingly participates in a continually changing evolutionary process that never reaches a conclusion. The resultant product of this process is measured in the livability and quality of the buildings, spaces and activities which tie them together and provide the contextual basis: the environmental glue.

Decision making is an historic part of this process usually involving a variety of actors and purposes. Such interdependent decisionmaking events are usually made individually with a single purposiveness patterned by profit motives and/or convenience but excluding three dimensional design and overall contextual issues. Made in a vacuum they lack vision, concern for what the community wants and preclude an open process that might bring together the various factions in achieving a common goal.

Today such decisions are influenced by developers who are determining quality and shape, by lawyers and economists who are determining density, by public servants and politicians who, by their actions (or inactions) are making infrastructure, process and financial decisions affecting the physical environment and finally, by two-dimensional planners and property line architects who are more concerned about ordinance and artifacts derived from other cultures.

In the evolution of city building in America two distinct models have emerged: first generation cities such as Philadelphia and Boston that were influenced and patterned by European concepts involving pedestrian orientation and a certain identifiable quality and sense of place and community; second generation cities such as Houston and Denver which have evolved as quick growth auto oriented centers involving speculation, movement and the

Mr. Straka has been involved in numerous projects related to urban design including studies for Winter Park, Colorado and Evanston, Wyoming. His office, located in Boulder, Colorado was awarded first place in a competition for the Franklin Park Conservatory in Ohio.



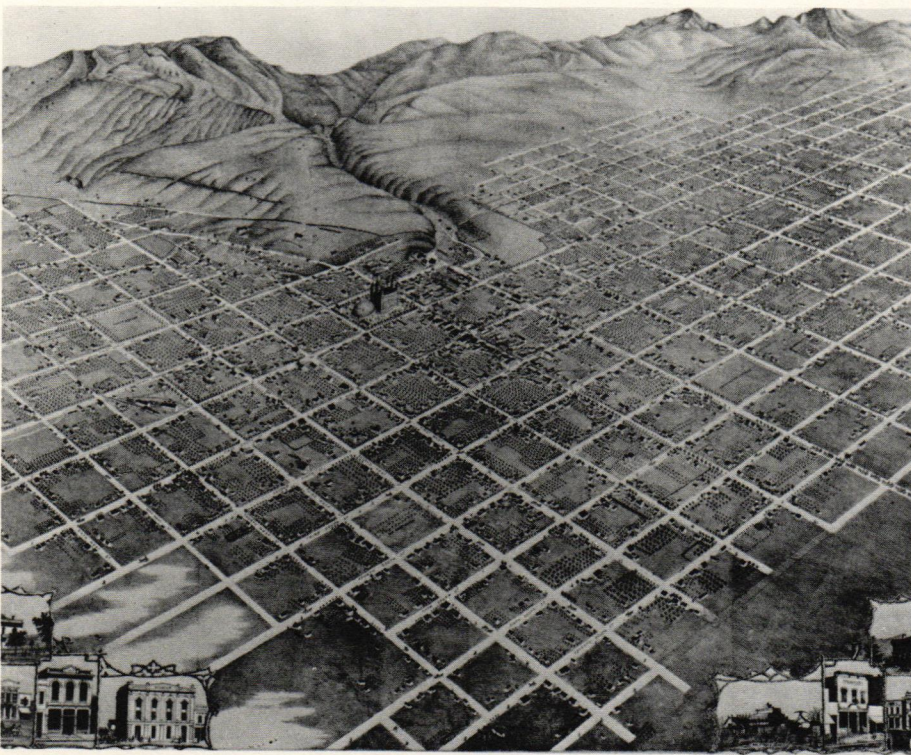
Philadelphia Plan: William Penn

sanctity of "my land." Such emerging cities usually lack the quality associated with their older counterparts. Instead they call for new forms and functions which relate to a different set of technical, social, economic and political values.

In general livable cities, no matter what their genealogical origins, are based on geographical, historical circumstances and a uniqueness of time and place. They are usually responsive to the needs and visions of the people who inhabit them and reflect a compatibility with their natural environment.

The plan for Philadelphia, under the leadership and guidance of William Penn and Thomas Holme and based on certain European, English models provided for a logical pattern of colonization and established a place of religious freedom for the Quakers. It was one of

the first American cities laid out on a grid pattern which Penn said reflected Divine order. A hierarchy of major streets (100 feet wide) based on the principal of grand vistas focused on a public building (City Hall today) with secondary streets (50 feet wide) establishing a grid of city blocks between five and six and a half acres in size. Unique among American cities its development has been guided by an on-going vision, a comprehensive plan and a single integrated process for several decades under the guidance and leadership of highly creative and energetic individuals.



Salt Lake City 1870

In a somewhat similar pattern Salt Lake City was established by Brigham Young, its plan derived from earlier visions of a City of Zion pronounced by Joseph Smith the Mormon prophet. Of all the utopian groups the Mormons, through a carefully orchestrated plan by the church authorities made the most significant impression on the pattern of subsequent towns and settlements in the American West. In contrast, however, much of the alternative colonization of the frontier was the result of spontaneous and independent movement and individual decisions.

The Mormon plan was unique in many ways as it combined Smith's vision of a utopian community with Young's pragmatism regarding environmental principles in this arid wilderness. Thus the use of arable land was maximized which gave character and form to its settlements as well as survival.

The typical Mormon village which was derived from the City of Zion plan dealt with many of the contemporary issues of growth, quality and development that we are facing today, some with very little success. It did this in several ways through:

- establishment of land policies preserving areas of extensive meadow and green space separating towns and providing a means of land banking;
- development patterns related to density, self-sufficiency, orientation and quality of sub-division of the large ten acre blocks;
- guidelines pertaining to quality of site and building usage: gardens, orchards, house location and orientation;
- specifying building materials which established a sense of substantial architecture conveying permanence;

- creating wide public street right of ways which provided an exposed infrastructure system with its irrigation ditches, poplar trees, pathways and landscaped edges;
 - establishment of key locations for symbolic public use buildings such as the church/ward house, park, school and the co-operative merchantile associations;
 - a highly organized church administrative process which was responsible for implementing and enforcing the ideals of the plan, land distribution, control of natural resources, public works projects, communication, education and finally, the general health, welfare and safety of its people.
- With this high degree of religious devotion, discipline and commitment survival was possible.

Out of such historical contexts the crossroads city derives its place, as center for a religion, capital of the state and setting for the co-existence of differing cultures, values and life styles.

"Second generation cities evolved as quick growth centers involving speculation, movement and the sanctity of "my land"."

"The litany of common issues include the "growth is good" syndrome, no matter what the consequences"

Today Salt Lake City is at the classic "threshold of change" which will determine its future role among American cities: whether to remain a model reflecting its unique historic context or just become another Anyplace, USA. The basic question that must be addressed is: Will the typical "western ethic" of speculative growth, development and the right to develop "my land" which is rapidly being superimposed over the clarity of the Smith/Young plan be compatible? Just as the notion that certain building envelopes should be retained for their historic significance and re-adopted to today's needs, should not also the basic framework of city plans be preserved within the context and spirit of the original?

In dealing with the issue of change we are faced with many of the typical situations confronting most cities which may not have as strong a foundation to build on as Salt Lake City. The litany of common issues include:

- an unaware, uninvolved and disinterested populus;
- a lack of commitment and a shifting leadership;
- the fears and constraints of a new federalism;
- minimal concern for the spatial qualities of the urban environment;
- reaction as opposed to action: a constant "putting out the fires;"
- the "growth is good" syndrome, no matter what the consequences;
- cosmetic applications instead of genuine concern for context.

Salt Lake City, in particular, is confronted with many issues and (concerns) as witnessed by:

- the new actors and players in the public and private sector who have a different set of values and who are not aware of, or understand, the basic intent of the original plan;
- the lack of an identifiable open decision making process through which the plan can be implemented;
- an historical past which is being destroyed through insensitive development and the demolition of historic structures, leaving only isolated rem-



pastiche facades: a past remembered?



Mega-city barriers



"... a new vision, public process and new partnerships built on the historic resources and special qualities of the place."

nants of the past and pastiche facades devoid of life or meaning;

- the integrity of the city grid system which has been damaged by insensitive mega-type structures destroying physical relationships and setting up barriers instead;
- superimposed muscle-flexing architectural images cloaked in "romantic sets" of another time or place that might more easily (or comfortably) be found in San Francisco, Denver or Disneyland;
- suburban building prototypes which are auto oriented, inwardly focused and placed in an urban pedestrian environment leaving large expanses of sterile blank walls and barren street cavities decorated with banal street-scape ornament.

Such events, in lieu of the unique qualities of Salt Lake City, provide a rather sobering future scenario. Alternatives abound, however. Perhaps, in the spirit and conviction of the earliest pioneers a more convincing direction needs to occur. Potential steps include:

- understanding the changing forces at work, resources available, uniqueness of place and developing a *new vision* reflecting the aspirations of the community; "Make no small plans for they have no magic to stir men's souls." D. Burnham
- an on-going *public process* which brings together all factions of the community; "I know of no safe depository of the ultimate powers of society but the people themselves: and if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it from them, but to inform their discretion." T. Jefferson
- *new partnerships*, public and private, that can implement the vision through a public process built on the historic resources and special qualities of the place.

Salt Lake City: unique or Anyplace, USA? How well we respond as concerned citizens and professionals will be judged, as always, by time...and our inheritors.

"Success can emerge from despair when strong creative leadership from government, business and residents come forward to spark urban revitalization."

QUEST: Baltimore 1982

James Christopher, FAIA

The American Institute of Architect's second Quality Urban Environment Study Team (QUEST) was in action this past summer from noon, July 15th through July 17th in Baltimore, Maryland. The team focused on Baltimore's high-quality urban design and neighborhood revitalization in an attempt to analyze and document the forces that created the city's urban successes.

The first QUEST met in Minneapolis/St. Paul in 1981 to analyze why these cities enjoy one of the nation's highest quality urban environments.

The QUEST team was chaired by Rai Okamoto, FAIA of San Francisco and included attorney Richard Buford of Gladwyne, Pennsylvania and urban design critic Simpson Lawson of Washington, D.C. Assisting the team were members of the Urban Planning and Design Committee and local members of the Baltimore Chapter AIA.

For many years the AIA's Urban Planning and Design Committee has been responding to requests for assistance through their Regional/Urban Design Assistance Teams (R/UDAT) program. These multi-disciplines teams analyze identified problem areas and develop recommendations together with implementation approaches to solve these problems. Unlike the R/UDAT program, a QUEST asks the city for help in identifying the factors and forces that work together in order to produce high quality design in an urban environment.

Many of Baltimore's accomplishments are well known. They include Charles Center, the Inner Harbor development, and the revitalization of once depressed neighborhoods and commercial districts through homesteading and shopsteading. Many of the players who gave birth to these developments were interviewed by the team and these and other projects were carefully studied in an effort to identify transferable ideas or elements of Baltimore's success for use by other communities.

Charles Redmon, AIA, principal in the architectural firm of Cambridge Seven Associates, Inc., and member of the Urban Planning and Design Committee documented these elements for the August 1982 edition of the UP&D Newsletter. His summary follows:

1. Strong Leadership

Success can emerge from despair when strong creative leadership from government, business and residents come forward to spark urban revitalization. Continuity of this leadership is also vital for realizing successes.

In Baltimore's case, leadership came from: 1) A succession of five honest and dedicated majors over the past three decades; 2) bankers, company presidents, business leaders and developers forming the Greater Baltimore Committee to reverse the decline of downtown; 3) eminent architects and urban planners engaged to develop downtown and neighborhood plans; 4) strong professionals directing the Housing and Community Development Agency and Charles Center Inner Harbor Management Corp.; 5) courageous neighborhood leaders stopping a highway and then reestablishing intown residential districts.

2. Public/Private Partnerships

Greater commitment to urban revitalization often comes from the formation of a public/private partnership vehicle to coalesce development interests.

In the late 1950's the Greater Baltimore Committee was formed from influential private business leaders to save downtown—it developed a downtown plan which focused upon Charles Center; gained designation as an urban renewal district with condemnation powers; spawned the Charles Center Inner Harbor Management Corp. as a private, non-profit corporation to manage Charles Center and later the Inner Harbor projects; and through the CCIHM Corp. now carries out renewal activities for over 250 acres under the direction of the City's Commissioner of Housing and Community Development.

3. Overcome a Bad Plan

Often local groups formed to stop a bad plan (usually imposed from outside) or to overcome a disaster, having once achieved this goal, redirect their energies and power to produce good.

Interstate Highway 95 was to pass through the center of Baltimore to facilitate north/south movement along the Atlantic Coast. Interstate 95, as planned, would have bisected and/or eliminated inner city neighborhoods and bridged Baltimore's Inner Harbor rendering it useless for navigation. Two things happened: 1) Neighborhood groups were formed, they stopped the road, and then revitalized intown living to be stronger than before; and 2) an interdisciplinary team (one of the first of its kind) successfully tackled the difficult problem of resolving regional and local transportation issues in the context of preserving Baltimore's existing urban character.

4. Consolidate City Development Roles

The integration of city/public development activities and roles under one roof with the right leadership will often facilitate processing and review, establish city-wide standards of design expectations and coordinate development, both public and private to produce greater impact and benefit.

Baltimore's Department of Housing and Community Development is a stunning example; it has authority over such functions as licensing, zoning, design review, public housing, building inspection, public works, land allocation, lending, and grant making. It was, under Commissioner Robert Embry, during the late 60's and early 70's called a "benevolent dictatorship."

5. The Power of Images

When trying to overcome despair, or seeking to rally support for a cause, don't underestimate the power of simple, bold images.

The spirit of Baltimore's rebirth was carried forward quite often by the continuous presentation of strong images describing a new face for the city:

"Baltimore has accomplished much . . . other cities can learn from their success. The elements detailed by the QUEST team are indeed transferable, in that they deal with process, not product"

Charles Center— an intense mixed-use activity laced with public plazas, pedestrian bridges and renewed street life; *The Inner Harbor*—Baltimore's Phoenix rising out of the death of a once vital port; *Neighborhood Enclaves*—such as Ottobain, Coldspring, Federal Hill, and Fell's Point; are but a few examples.

6. Innovative Financing Tools

Public and private creativity in project funding and financing options are needed to both stretch the dollar and encourage entrepreneurial activity.

Two unique examples born in Baltimore include: 1) *The Shadow Government*—"The way the City acts as a lender of last resort is through a group of private individuals named by the City as trustees of funds composed of City bonds and UDAG Grants. They bank the funds that are a little bit too risky for financing in the private market but which are essential to make the City's development strategy go. They have dozens of ways of putting deals together;" and 2) *Homesteading and Shopsteading*—For a \$1 or \$100 medium income families can secure housing and shopkeepers stores from abandoned substandard structures by promising to improve them and live or operate them for a fixed time period. Its success has been largely due to HDC's ability to mobilize a broad landscape design, and intercession with contractors, building trades and tax accessors.

7. Development Entities

For success in achieving development objectives single-purpose or narrow-focus development entities can be formed to manage the implementation process.

The Charles Center Inner Harbor Management Corp. is a striking success story of such an entity; it is an extension of the City, pays no taxes, and is contracted to provide management for specific development objectives. In Baltimore it has been copied by other entities charges with management of other city functions, such as The Aquarium, Mechanic Theater, Lexington Market, etc.



8. Maximize Local Resources

The uniqueness of a city, its sense of place and the resulting character and environmental quality often stem from the positive exploitation of its natural resources and man-made heritage.

Underlying all the points of transferability outlined above exists Baltimore's geography—its Inner Harbor, its rich vernacular history of built form and its diverse peoples—its ethnic neighborhoods. They have both formed the armature for creating unique places and provided the strategies for achieving its rebirth.

Baltimore has accomplished much. Other cities, particularly emerging urban areas as we see in the mountain west, can learn much from their success. The eight elements listed above that were detailed by the QUEST team are indeed transferable, in that they deal with process, not product. The products of all urban design efforts are as diverse as the cities themselves, respecting their own heritage, social and

cultural values, as well as their own special physical settings. This is the key to successful design.

In order to create additional success stories in our own cities, it is helpful to study other cities to increase our understanding of the factors and forces that produce a high quality urban environment such as QUEST did in Baltimore.

Mr. Christopher, partner in the firm Brixen and Christopher of Salt Lake City is a member of the AIA Urban Planning and Design Committee and has participated in many RUDAT programs. In addition his firm is presently completing a study related to preservation and redevelopment strategies for Salt Lake City.

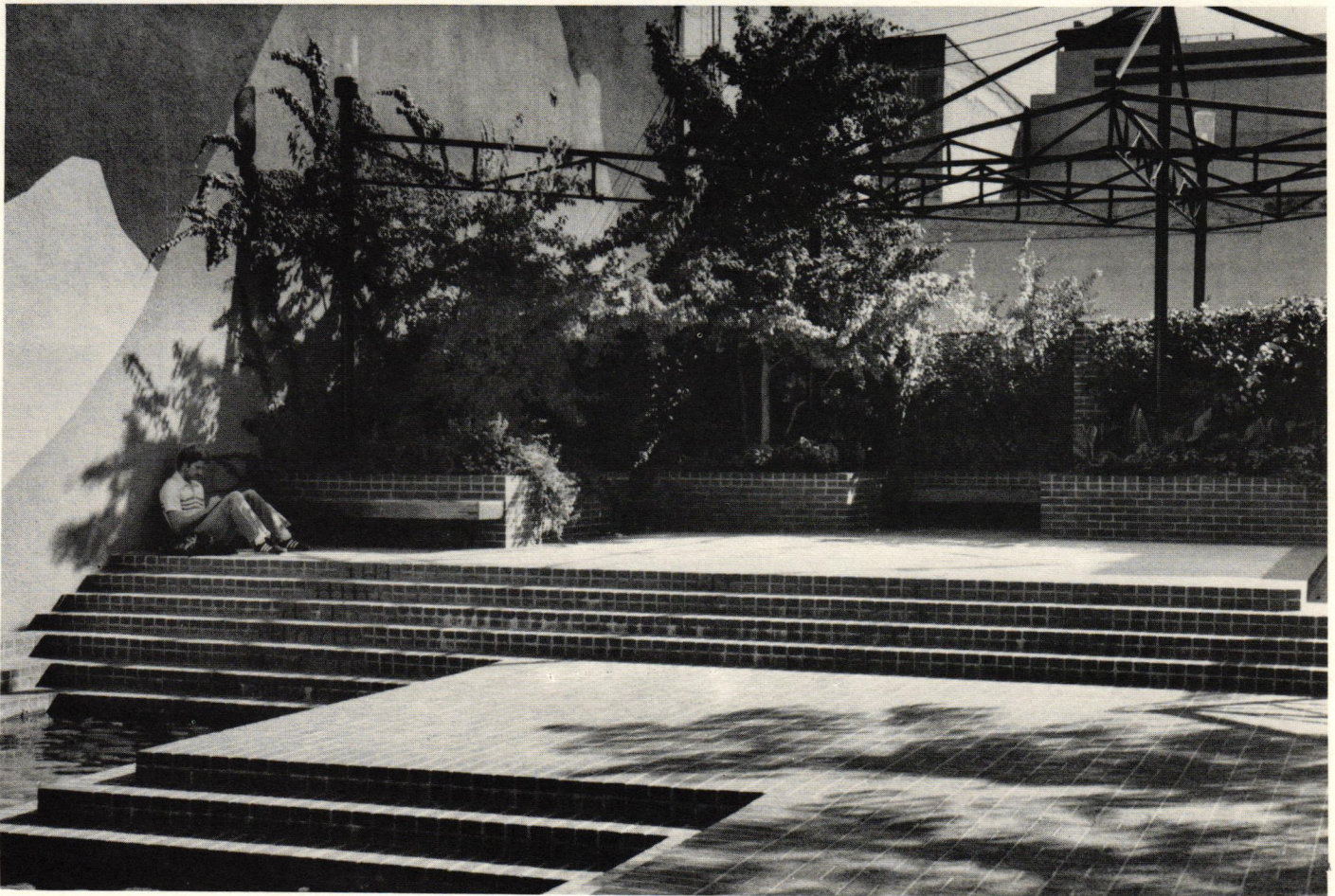
Private Space: Public Place

Craig Pozzi

Pedestrians new to Salt Lake City quickly learn that distances are vast, sidewalks seem empty, and places which invite gathering are hard to find. When people congregate downtown they are usually crossing between the two indoor malls, or waiting for buses to take them home.

On the following pages are a few of the photographs recently made by my Documentary Photography students, who were asked to explore several of the city's public spaces. Recognizing that these photographs do not reflect peak summer lunch hours, the plazas—even the more attractive ones—are nevertheless underpopulated. The images may prompt urban observers to consider what the spaces might be like with some amenities (kiosks, street vendors, sidewalk cafés) which might encourage more social interaction—life—in the city center.

Mr. Pozzi, Assistant Professor, Graduate School of Architecture, University of Utah, has participated in numerous photographic exhibits. These include Friends of Photography, Carmel, California, the Salt Lake Art Center and the Colorado Photographic Arts Center in Denver.



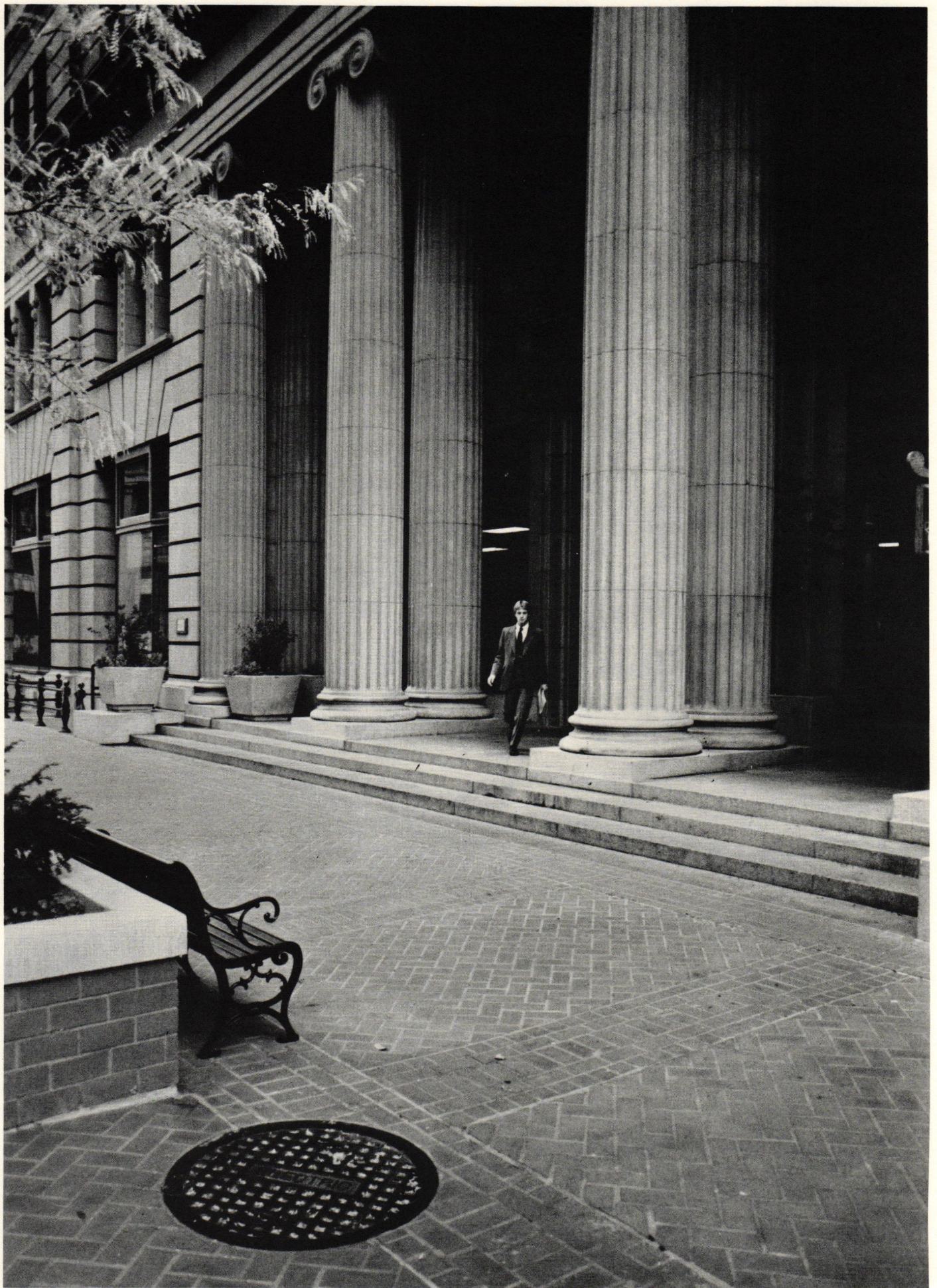
Nancy Aoki



Stephen Tobler



Patty Felkner



Paul Kisling

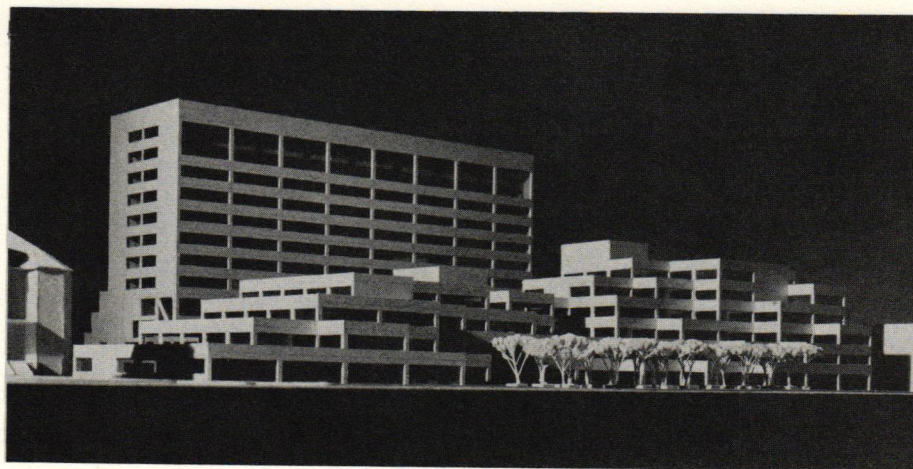


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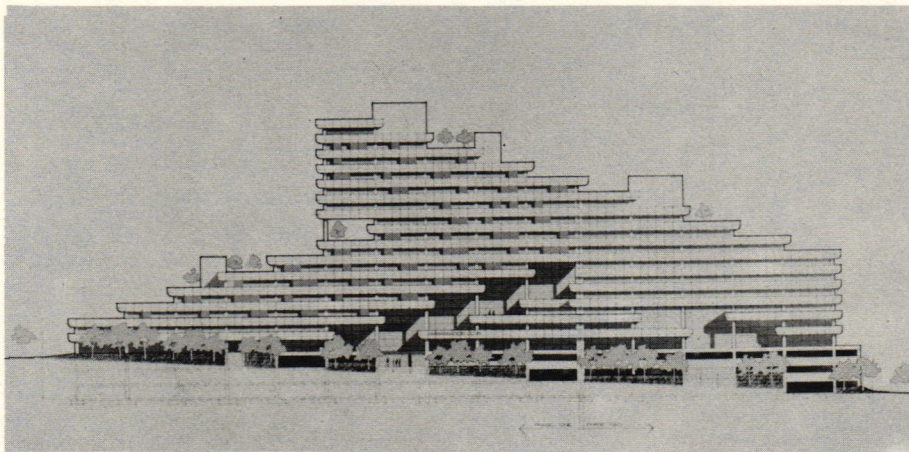
Stephen Tobler

Edwards and Daniels



Photography: Patrick King

back-drop to the office building. The project is constructed of poured in place, post-tensioned concrete with a sandblasted finish.

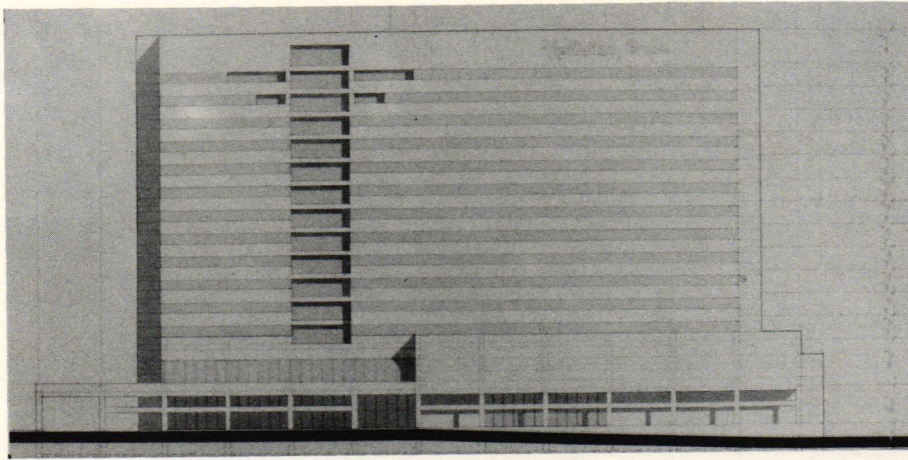


The Ambassador Club building is a 15 story mixed use building which will contain approximately 180 condominiums, the new Ambassador Club, retail/commercial and approximately 600 cars parked below grade. The design of the building will embrace and give a new identity to the prominent Salt Lake club, by carving out a space in the building's center and giving it expression through its indoor/outdoor relationship. The project will be constructed of poured in place, post-tensioned concrete with precast spandrel panels. The use of stepping and decks will give the building appropriate scale and amenities.

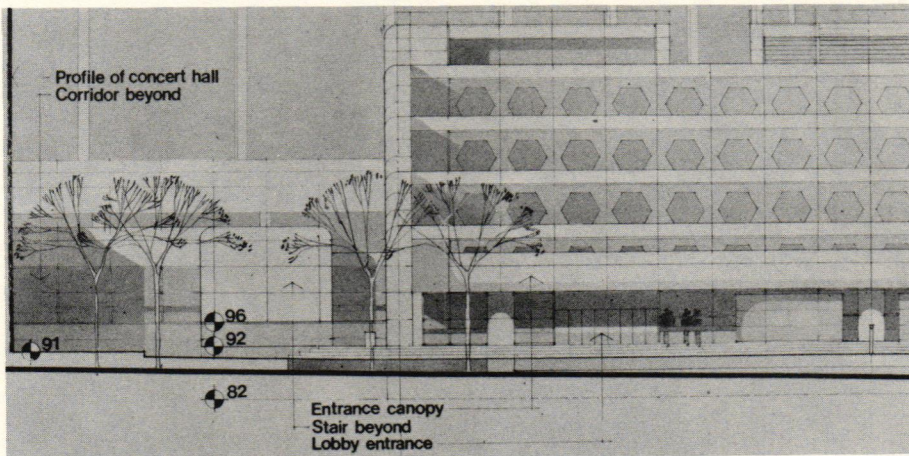


The Wilshire Condominium now under construction at 10th East and 4th South demonstrates a building form generated in response to the site, and city views. The building contains 45 condominium dwelling units, a lounge/recreation room, craft room, swimming pool and secure parking on the two lowest levels. The building is constructed of poured in place, post-tensioned concrete with masonry veneer.

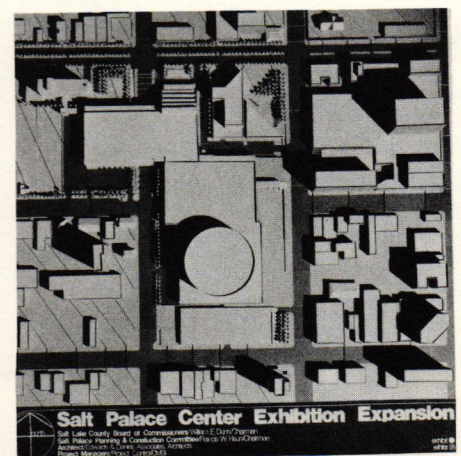
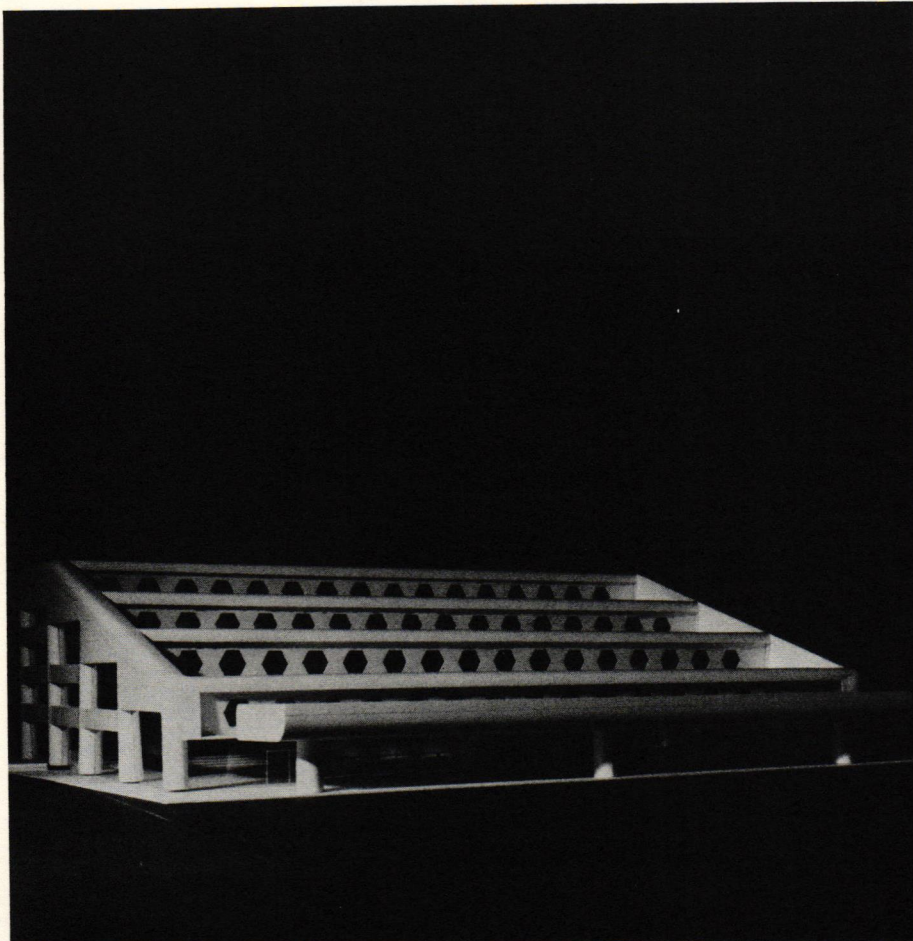




The Salt Palace Holiday Inn is a 400 room, 13 story hotel which will be located between 200 West and 300 West on South Temple. The hotel is designed to function with the Salt Palace Expansion and be a major addition to the South Temple streetscape. Auto drop-off, building entry, and restaurant are oriented to South Temple in order to increase activity. The hotel will provide three levels of underground parking and a bridge connection to the Salt Palace. The lowrise portion will be poured in place concrete and the tower will have an aluminum skin.



The Salt Palace Expansion, located between the Symphony Hall and 300 West on South Temple, is a 150,000 sq. ft. addition to the Salt Palace. The building is designed to span over 200 West, so as not to disrupt the flow of traffic in the area. The building is planned in a linear scheme to allow for easy expansion in the future. This linear expression and expansion possibility was reinforced by a land trade, between the Salt Palace and the Holiday Inn, suggested by the architects. The trade allowed for mid-block pedestrian access by tying the Holiday Inn and a future hotel into the lobby circulation system. Also, the Salt Palace Expansion allowed for a new "front door" to the Exhibition space, from South Temple Street. Mid-block circulation will help the Salt Palace function smoothly, while street level activity, from the Symphony Hall, the Salt Palace Expansion, the Holiday Inn and Triad will help keep South Temple Street alive and vital. Materials include an exterior aluminum skin.

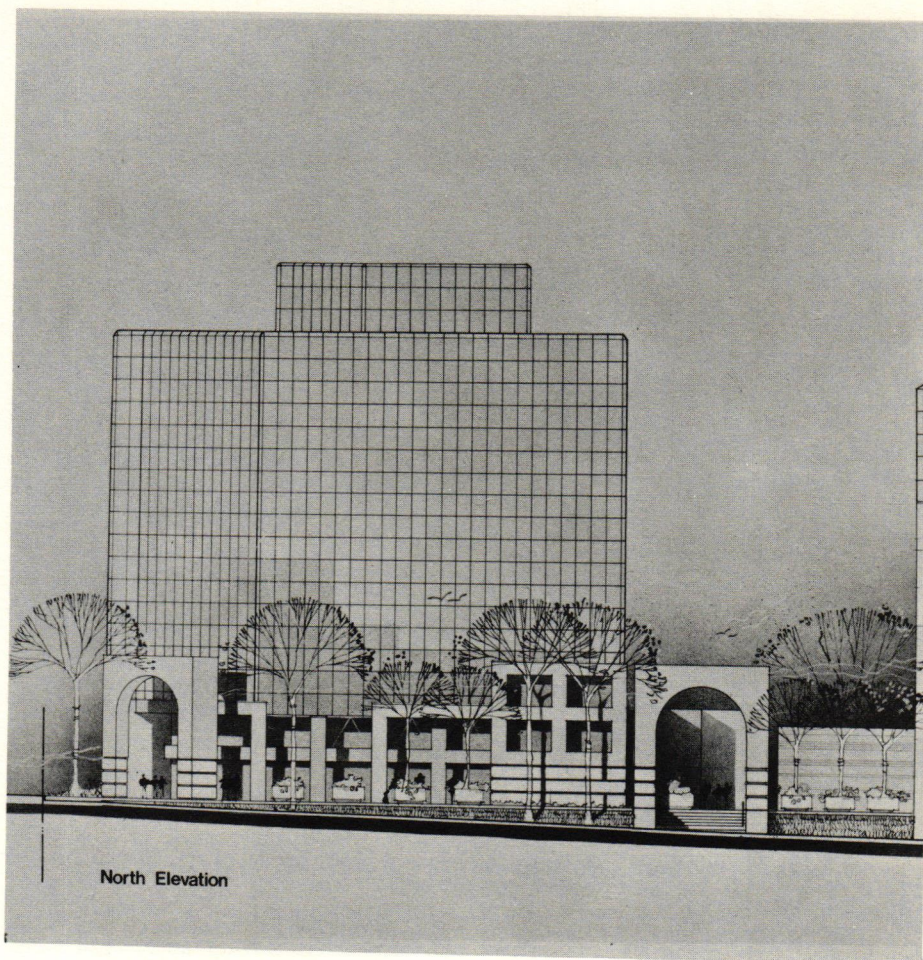
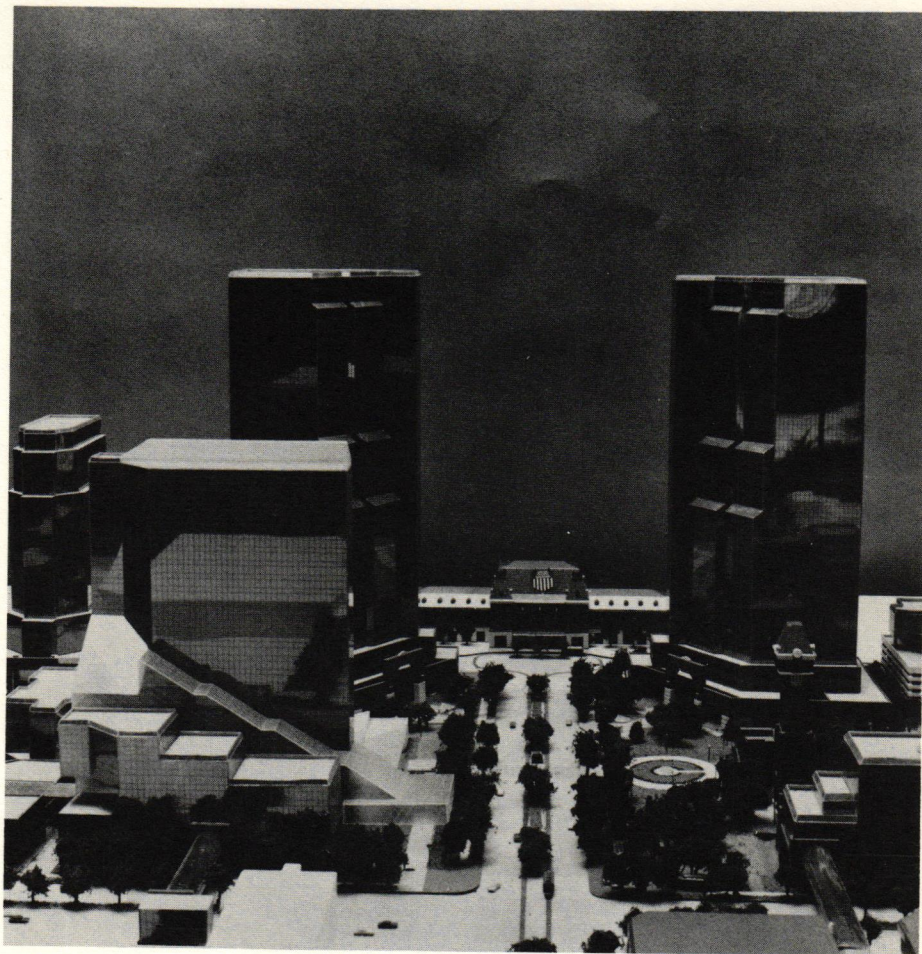


Salt Palace Center Exhibition Expansion
Salt Lake County Board of Commissioners Urban Development Program
Salt Palace Planning & Construction Committee/Board of Commissioners
Project Manager: [illegible] 1992

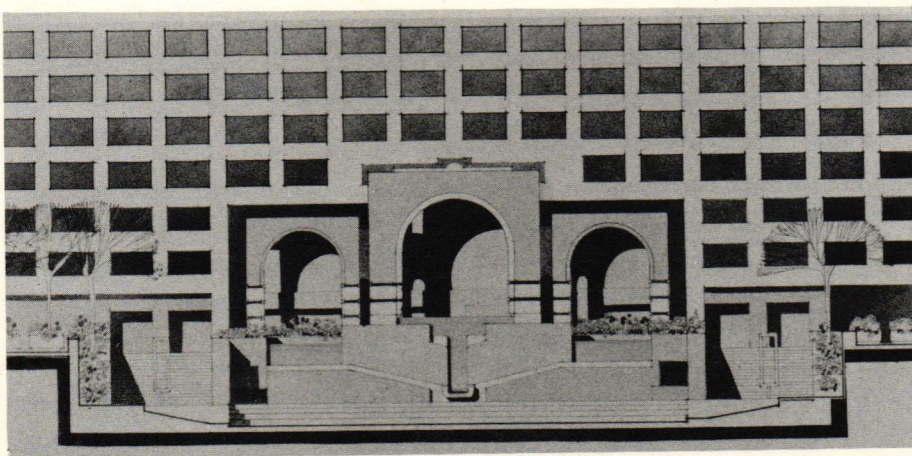
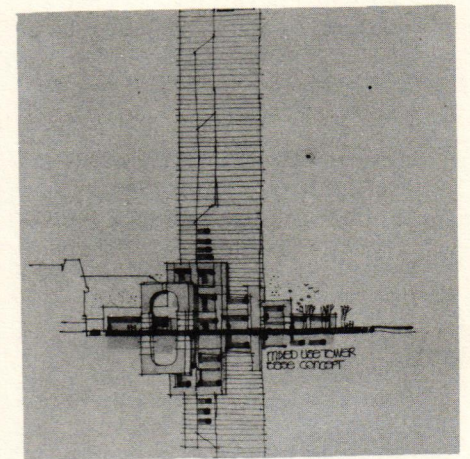
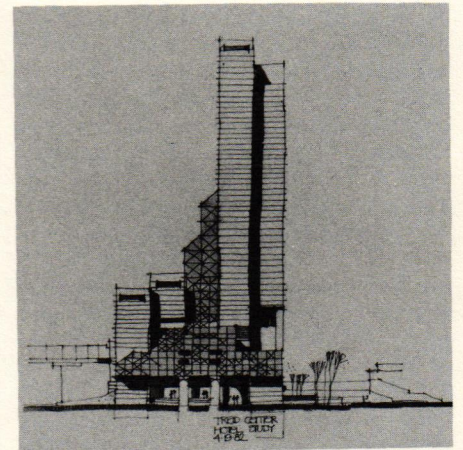
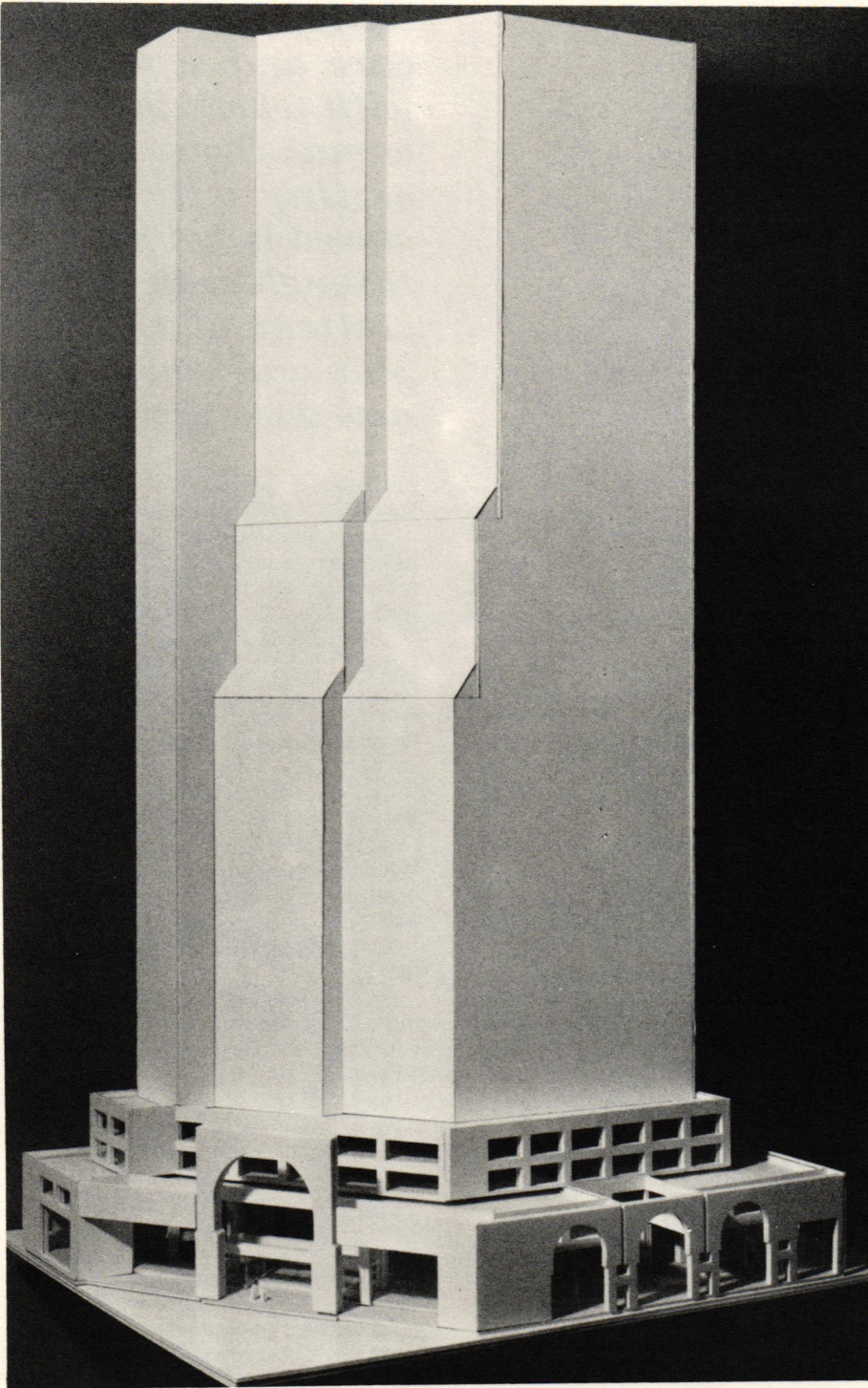
Triad Center is a 26 acre, 4.5 million square foot, mixed use, urban project located on West South Temple. The project shares the block north and east of the Union Pacific Depot (Block 84) with the state owned Devereaux House, which is being restored primarily from a federal housing and urban development grant obtained by Salt Lake City. Additionally, the project includes the block directly south of the Devereaux House (Block 79) which will accommodate a 450 seat live theater, a 400 seat omnimax theater, an international bazaar and a 600 room, world class hotel. Office and retail space similar to that on the north block will also be provided. The south half of the block east of the Devereaux block (Block 85) completes the project and is planned to include three residential towers, a film theater complex and retail center.

The "Flagships" for the project will be two 40 story mixed use towers that will frame and visually enhance the formal termination of West South Temple established by the design and placement of the Union Pacific Depot.

The architectural response, for Triad, was generated from the prior ambiance and building types of the area, which were primarily light, industrial warehouses expressed as structural masonry with 2 to 3 story height limitation. (Imposed somewhat by the structural characteristics of masonry construction and by the buildings use.) Masonry and some stone was thus selected to create a contextual expression unifying the base elements of the project. This was not a decision to replicate past indigenous structures but rather to allude to them. The scale of openings and adjustments in the base element profiles were slightly exaggerated in order to create and favor an indirect response rather than a literal one.



North Elevation



Programmatically, retail, arts, entertainment, and public spaces will occupy the brick base portion of the project with office and housing uses being assigned to the upper portion of the buildings. A change in materials utilized to create the counter point needed to mutually strengthen the expression of these programmatic elements. Thus, a smooth, taut, all glass curtain wall was placed against the rigorous geometry and heavy texture of the masonry base. The brick base and glass towers were carefully interlocked vertically rather than simply placed one upon the other which would have tended to oversimplify the more complex and dynamic relationship between the various uses.

Historical Landmark Committee Comments Regarding the Proposed Triad Development

In 1979, a special review district was created by the Mayor and City Commission to monitor the design of development on West South Temple. This action was taken at the conclusion of the South Temple Task Force's assignment regarding recommendations for this area's future development. To provide continuity, Bruce Beers, Chairman of the Task Force, was appointed to the Historical Landmark Committee. All West South Temple development requiring permits are to be reviewed by the Historical Landmark Committee because of the City's concern for the character and appearance of this area, both existing and planned.

The following comments are offered in the context of this review. They are not intended as a full-scale design evaluation but briefly discuss several obvious concerns the City should legitimately be addressing.

Triad and the Devereaux House

The sensitive interrelationship and integration of the Devereaux project and the new development surrounding it is critical to the success of this delicate urban design problem.

Unfortunately, the Triad plan, as proposed, presents some serious issues.

It is ironic that the care and sensitivity with which the Devereaux House and its setting will be restored is not carried through to its larger context of the site plan and scale of the new development. This sets up two forces which run counter to each other—quality restoration of the Devereaux House and grounds with an awkward transition to the location; massing and scale of the Triad Center.

The clock tower, especially, poses a negative impact to the Devereaux House. Its unfortunate location and design is an encroachment and an intrusion to the Devereaux House. In a clumsy attempt to acknowledge the architecture of the Devereaux House, its design becomes a parody of this significant historic building, a pretense. The line between an imitative design scheme and an appropriate contempo-

rary design response to an existing context is a difficult one to walk. It is unsuccessful in this case. The clock tower is an indulgent architectural element, a gratuitous marketing object, which does exactly what Fred Belden warns against when he says, "Any building or structure (within the transition area surrounding the house and grounds) should be of a compatible scale and style so as to not dominate or overpower the Devereaux House." A serious examination of its location and design is warranted.

Another issue raised is the sunlight patterns on the central area of the block due to the massive scale of the new structures. Although not analyzed by the Committee, Triad has given assurances that the surrounding buildings, especially the tower on the west, will not block afternoon sun from the Devereaux House. The City would be wise to ask for an analysis to assure the same for the amphitheater or "public" areas.

The Committee also expresses its regrets that the City has given up the unique urban design opportunity for the development of Learned Avenue as an innerblock activity area and view corridor.

Triad Center and the City

The Triad Center is a project of monumental scope which will irrevocably change the face of the city as well as its functional patterns.

Because of its impact, a project of this scale needs to be thoroughly analyzed from a design point of view, not just from a facility standpoint.

The specific site, surrounding environment, and context of the city needs to be given careful consideration in any project, but the latter becomes especially critical in a development of this scale. It should not be viewed as "urban renewal" (in the circa 1960's mentality where total clearance provides a flat site to start all over again). The City needs to determine where the balance lies between development and contextual growth. Economic vitality must

"It is ironic that the care and sensitivity with which the Devereaux House and its setting will be restored is not carried through to its larger context of the site plan and scale of the new development"

not be accomplished at the expense of the city's form, image, and character.

We should have no need to expand like Houston and Los Angeles to bring in new development without a concern for Salt Lake City's character.

Just as a project must be reviewed in light of the intent of the city's master plan and its impact on the movement of economic resources, so must it be reviewed for its design impacts and the city's urban design intentions.

All of these comments point to a critical need for urban design review as a legitimate function of the city. When the public interest in the design of a project is considered, what is desirable for a single corporation or developer is tempered by what is really best for the city.

In the past the City has been unwilling to impose controls on large scale developments. In a case such as a Triad where tax increment funding is involved, the role of the Redevelopment Agency would be to bring such issues to a future urban design committee.

The Committee realizes the city leaders have recently begun to make some commitment to urban design and commends them for these beginnings. Landmarks hopes this support will continue, and urges that this commitment be significant (including adequate budgeting and the provision of qualified staff).

It is hoped the process will be in place for the next urban design challenge that presents itself, which will enable the City to more actively influence its design direction.

Economic vitality must not be accomplished at the expense of the city's form, image, and character."